

THE IMPACT OF ORGANIZATIONAL CULTURE, LEADERSHIP, SELF EFFICACY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS AN INTERVENING VARIABLE (STUDY ON THE MAHA BHOGA MARGA FOUNDATION)

Verasea MANURUNG¹, Yeyen KOMALASARI², Raden Tri Priyono Budi SANTOSO³, I Wayan Ruspendi JUNAEDI⁴

^{1,2,3,4}Master of Management Program, Dhayana Pura University, Badung, Indonesia

Corresponding author: Verasea Manurung

E-mail: 22311601032@undhirabali.ac.id

Article History:

Received: 2024-03-05

Revised: 2024-03-120

Accepted: 2024-04-17

Abstract:

The research aims to explore the impact of organizational culture, leadership, self-efficacy on employee performance with Organizational Citizenship Behavior (OCB) as an intervening variable (study at the Maha Bhoga Marga Foundation). This study utilizes a quantitative approach through questionnaire methods, interviews, observations, literature review, and documentation. Data analysis will be conducted using Partial Least Squares (PLS), which is a component of the Structural Equation Modeling (SEM) framework. The research is conducted on 50 permanent employees with over 5 years of service. The results indicate that organizational culture, leadership, and self-efficacy have a positive influence on employee performance. Similarly, OCB as an intervening variable has a positive impact on employee performance by mediating organizational culture, leadership, and self-efficacy. The relationship between OCB and the phenomenon that employee performance affects organizational culture, leadership, and self-efficacy. The findings of this study are expected to contribute to a better understanding of employee performance and OCB as an intervening variable.

Keywords: Organizational Culture, Leadership, Self-Efficacy, Organizational Citizenship Behavior (OCB), Employee Performance

INTRODUCTION

Employee performance is an essential concept in a developing organization and continues to emerge as one of the critical issues that is always discussed and understood in human resource management (Bose, 2018). Employee performance in an organization or company is the thing that is most often assessed and evaluated. Performance is used by management to carry out regular assessments, including operational assessments, organizational effectiveness and employee effectiveness based on standards and targets that have been determined together (Muizu, 2019). A study stated that an employee tends to carry out his duties and obligations because the organization demands it. This meaning of demanding means that the organization maintains, develops, monitors, controls, assesses and appreciates it (Kim & Jang, 2020).

The Maha Bhoga Marga Foundation is a Social Welfare Institution (LKS) or NGO (Non-Government Organization) in Bali. In 1982, the Maha Bhoga Marga Foundation was officially established as part of the GKPB (Protestant Christian Church in Bali), which handles development and empowerment programs for poor, marginalized, vulnerable communities, victims of gender injustice (caste and SARA) explicitly through a holistic approach that is integrated with Education programs and health services. In implementing the program, MBM collaborates with various



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

parties: Regional/Village Government Agencies, NGOs, interfaith institutions, Indigenous Councils/Communities, and beneficiaries as equal partners. Therefore, MBM is a pioneer of inclusive partnerships in Bali.

As a Community Social Institution, employee behavior when providing services in the community is an essential evaluation in assessing their performance. Satisfied employees tend to talk positively about the organization because satisfied employees will more easily do more for their work, so they respond with positive actions. According to Romaiha et al. (2019), Organizational Citizenship Behavior (OCB) is determined by conscientiousness and altruism, which can be interpreted as individuals who care about the welfare of others. Employees need to have when they want to advance the organization. Kurniawan and Hutami (2019) use the concept of Organizational Citizenship Behavior (OCB), which is easy to apply to social organizations by emphasizing the importance of getting workers or employees to contribute to the company and the extra behavior of employees working together, which can increase organizational effectiveness. Kurniawan (2019) advises organizations to always instill the values of loyalty in employees to be involved cognitively (understand), affectively (ngroso), and physically (nglakoni), all of which will influence employee performance.

A solid organizational culture can overcome every problem (Adiawaty, 2020). Furthermore, he explained that a culture that has been implemented and maintained well in an organization will grow into a strong culture and spur the organization toward better development (Kirana & Pradipta, 2021). In managing an organization, many things also determine success; apart from a strong organizational culture, there are other factors, namely a reliable form of leadership, as well as the role of intelligence in managing the emotions of each individual/employee in the organization so that it can encourage employee performance. To ensure that each person's organizational performance aligns with its requirements. Leadership is a process of influencing other people (Adiawaty, 2020). A strong leader is an essential support and plays a role in maintaining sustainable organizational performance (Van Knippenberg, 2008). The leader will be able to raise the enthusiasm of each member so that in any situation, he will be able to control the organization he leads well. The self-efficacy that a person or employee has will usually influence the individual in determining the action or decision he or she takes (Darmawan, 2021). Self-efficacy is one's perception of how well one can function in a particular situation.

There are many previous studies on employee performance, and some show inconsistencies, with some studies stating there is no influence between variables. This inconsistency in previous research results is one of the considerations for including the Organizational Citizenship Behavior (OCB) variable, which impacts employee performance so that better results can be obtained. The relationship between OCB and the phenomenon that occurs is that employee performance certainly influences organizational culture, leadership and self-efficacy. Referring to the problems that occurred and the inconsistencies in the results of previous research, the researchers were interested in researching employee performance by raising the title "The Impact of Organizational Culture, Leadership, Self-Efficacy on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable (Study at the Maha Bhoga Marga Foundation).

METHODS

The research uses a quantitative research design, namely a research method based on the philosophy of positivism, to test general data and theories to produce specific findings with the stages of testing research hypotheses on certain populations and samples, the data collection process



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

using research instruments and data analysis. Quantitative or statistical. The reason for using quantitative methods is because the facts or phenomena observed have an objective reality that can be measured, research variables can be identified and intercorrelated, and the data used by all variables is quantitative. The advantage of the quantitative method is that it can test existing theories. In contrast, the quantitative analysis in this research is based on multivariate analysis using structural equation modeling (SEM) with a variance-based or component-based approach called PLS. The sample in this study was all permanent employees at the Maha Bhoga Marga Foundation who had worked for more than five years, totaling 50 people.

RESULT AND DISCUSSION

Outer Model Evaluation Results. Outer model evaluation in SEM-PLS analysis is a measurement evaluation carried out to test instruments that assess the validity and reliability of the model. The outer model specifies the relationship between the latent variable and its indicators. It is called the outer relationship or measurement model, which is carried out to define the characteristics of the construct with its manifest variables. Convergent Validity measures the indicator validity criteria, while reliability is measured by composite reliability and average variance extracted (AVE). The image of the outer model evaluation model is shown in the following figure.

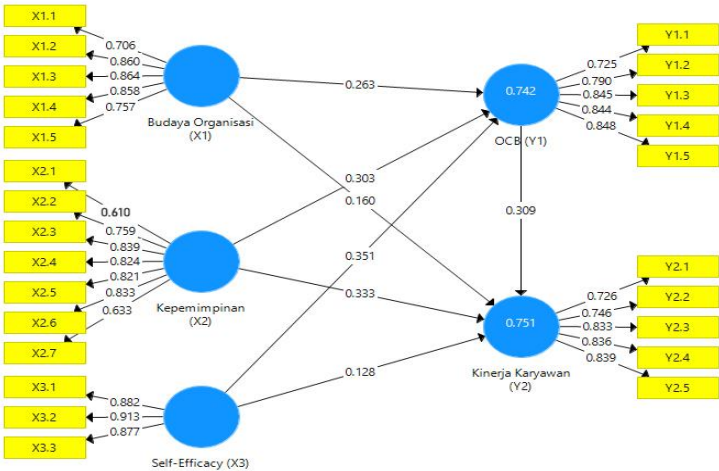


Figure 1. Image of Measurement Model Path Diagram

Convergent Validity. Convergent validity with reflection indicators can be seen from the correlation between the indicator and variable scores. Individual indicators are considered valid if they have a correlation value greater than 0.50 (Ghozali, 2018). The results of the correlation between the indicators and the variables are shown in the following table:

Table 1. Convergent Validity Test Results

No.	Variable	Indicator	Outer Loading
1.	Employee performance (Y2)	Quantity of Work (Y2.1)	0,726
		Quality of Work (Y2.2)	0,746
		Punctuality (Y2.3)	0,833
		Attendance Time (Y2.4)	0,836



This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

2.	OCB (Y1)	Collaboration Ability (Y2.5)	0,839
		Altruism (Y1.1)	0,725
		Courtesy (Y1.2)	0,790
		Sportsmanship (Y1.3)	0,845
		Conscientiousness (Y1.4)	0,844
3.	Organizational Culture (X1)	Civic Virtue (Y1.5)	0,848
		Self-awareness (X1.1)	0,706
		Aggressiveness (X1.2)	0,860
		Personality (X1.3)	0,864
		Performance (X1.4)	0,858
4.	Leadership (X2)	Orientation (X1.5)	0,757
		Direction and Goal Setting (X2.1)	0,610
		Communication (X2.2)	0,759
		Facilitating Team Work (X2.3)	0,839
		Motivating and Inspiring (X2.4)	0,824
5.	Self Efficacy (X3)	Managing Cultural Diversity (X2.5)	0,821
		Empowering (X2.6)	0,833
		Mentoring And Coaching (X2.7)	0,633
		Magnitude (Task Difficulty Level) (X3.1)	0,882
		Generality (Wide Field of Behavior) (X3.2)	0,913
		Strength (Degree of Belief or Hope) (X3.3)	0,877

Source: Processed Data (2024)

The results of the convergent validity test in Table 1 show that all outer loading indicator values for each variable are more significant than 0.50, so it can be concluded that all indicators have met the convergent validity requirements and are declared valid.

Another method for assessing discriminant validity is the Average Variance Extracted (AVE) value, which is required for a good model if the AVE value for each construct is more significant than 0.50. The Average Variance Extracted (AVE) test results are shown in the following table:

Table 2. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)
Employee performance (Y2)	0,636
OCB (Y1)	0,659
Organizational culture (X1)	0,658
Leadership (X2)	0,580
Self-Efficacy (X3)	0,793

Discriminant Validity. Discriminant validity of the reflective measurement model, where indicators are assessed based on cross-loading measurements with constructs. The indicator is valid if the cross-loading value of each indicator of the variable in question is greater than the cross-loading of other variables. A discriminant validity value greater than 0.60 indicates that the latent variable has become a good comparison for the model. The results of the discriminant validity test are presented in the following table.

Table 3. Discriminant Validity Test Results



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

	(X1)	(X2)	(X3)	(Y1)	(Y2)
X1.1	0,706	0,574	0,478	0,487	0,526
X1.2	0,860	0,708	0,696	0,706	0,678
X1.3	0,864	0,720	0,746	0,744	0,717
X1.4	0,858	0,743	0,741	0,706	0,687
X1.5	0,757	0,641	0,576	0,566	0,573
X2.1	0,400	0,610	0,368	0,377	0,414
X2.2	0,594	0,759	0,546	0,567	0,602
X2.3	0,692	0,839	0,682	0,662	0,669
X2.4	0,712	0,824	0,734	0,709	0,707
X2.5	0,701	0,821	0,731	0,693	0,695
X2.6	0,742	0,833	0,747	0,730	0,708
X2.7	0,548	0,633	0,447	0,498	0,523
X3.1	0,719	0,726	0,882	0,737	0,692
X3.2	0,712	0,742	0,913	0,730	0,715
X3.3	0,731	0,723	0,877	0,704	0,680
Y1.1	0,529	0,561	0,549	0,725	0,587
Y1.2	0,605	0,597	0,577	0,790	0,627
Y1.3	0,692	0,688	0,706	0,845	0,688
Y1.4	0,677	0,686	0,724	0,844	0,677
Y1.5	0,730	0,744	0,720	0,848	0,706
Y2.1	0,542	0,563	0,504	0,549	0,726
Y2.2	0,576	0,607	0,487	0,565	0,746
Y2.3	0,638	0,690	0,642	0,669	0,833
Y2.4	0,693	0,685	0,738	0,707	0,836
Y2.5	0,684	0,720	0,705	0,721	0,839

The table above shows that discriminant validity with the cross-loading value of each indicator of the variable in question is greater than the cross-loading of other variables, namely greater than 0.60. This result means that this study's discriminant validity data using cross-loading were declared valid.

Construct Reliability. Construct reliability or construct reliability test is measured by two criteria, namely composite reliability and Cronbach alpha of the indicators that measure the construct. A construct is declared reliable if the composite reliability and Cronbach alpha values exceed 0.70. The construct reliability test with composite reliability and Cronbach alpha is presented in the following table:

Table 4. Construct Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Employee performance (Y2)	0,897	0,856
OCB (Y1)	0,906	0,870
Organizational culture (X1)	0,905	0,869



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

Leadership (X2)	0,905	0,876
Self-Efficacy (X3)	0,920	0,869

The table above shows that the construct reliability test on the variables OCB development (Y1), employee performance (Y2), organizational culture (X1), leadership (X2), and self-efficacy (X3) has composite reliability and Cronbach alpha values greater than 0.70. The test results mean that all constructs in this research are declared reliable.

Structural Model Evaluation (Inner Model). Inner model testing is done by looking at the R-square value, a goodness of fit model test. The R-square of a PLS model can be evaluated by looking at the R-square predictive relevance for the variable model. R-square measures how well the model produces the observed values and parameter estimates. The path diagram of the structural model (inner model) is shown in the following figure.

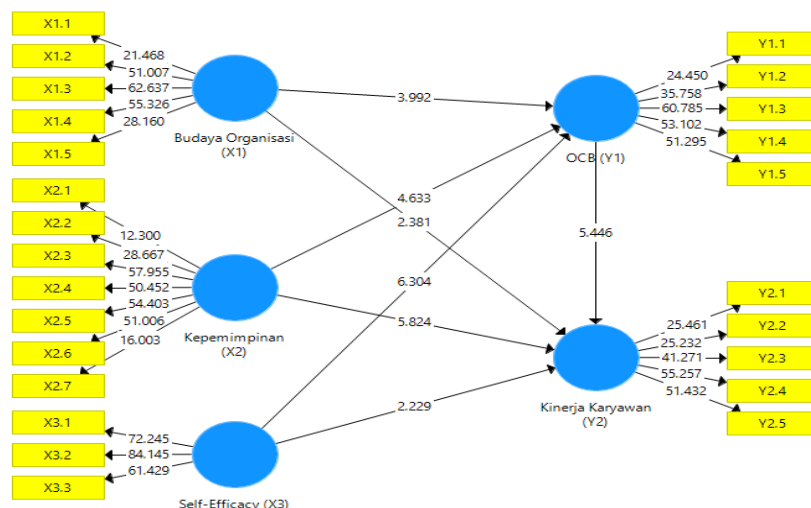


Figure 2. Structural Model Path Diagram Image (Inner Model)

R-Square Value. The R-square value determines the impact of the exogenous variable's percentage on the endogenous variable. The range of R-Square values is 0 to 1, where if the R-Square value is close to zero, then the influence of the exogenous variable on the endogenous variable is weakening. Conversely, if it is close to one, then the influence of the exogenous variable on the endogenous variable is getting stronger. The R-Square value is shown in the following table:

Construct	R-Square
Employee performance (Y2)	0,751
OCB (Y1)	0,742

Table 5. shows that the R-Square value for the employee performance construct (Y2) is 0.751, which can be interpreted as 75.1% of the variation in employee performance is influenced by organizational culture, leadership and Organizational Citizenship Behavior (OCB), while the remaining 24.9% influenced by other variables outside the model. The R-Square value for the OCB



This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

construct (Y1) is 0.742, which can be interpreted as 74.2% of the variation in organizational citizenship behavior (OCB), influenced by organizational culture and leadership. In comparison, variables outside the model influence the remaining 25.8%.

Test the Direct Effect Hypothesis. Testing the estimated parameters provides valuable information regarding the relationships between research variables. Hypothesis testing uses the values in the path coefficient results as a basis. The following table is the estimation output for testing the structural model.

Table 6. Path Coefficient (Mean, STDEV, T-Values, P-Values)

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → Y2	0,160	0,155	0,067	2,381	0,018
X2 → Y2	0,333	0,334	0,057	5,824	0,000
X3 → Y2	0,128	0,132	0,057	2,229	0,026
X1 → Y1	0,263	0,264	0,066	3,992	0,000
X2 → Y1	0,303	0,305	0,065	4,633	0,000
X3 → Y1	0,351	0,349	0,056	6,304	0,000
Y1 → Y2	0,309	0,309	0,057	5,446	0,000

Hypothesis testing using the Partial Least Square (PLS) method is carried out using simulations for each hypothesized relationship using the bootstrap method. The bootstrapping method aims to see the significance value between variables. The hypothesis can be accepted if the bootstrapping test value is between ± 1.96 . The hypothesis will be rejected if the t-statistic value is < 1.96 or $= 1.96$. The direction of influence can be shown through the Original Sample (O) value; if the value is positive, there is a positive influence, while if the value is negative, there is a negative influence.

The table above shows that all path coefficients have a t-statistic value above 1.96, so they are declared to have a significant influence. The direct influence between variables is explained as follows.

Testing Hypothesis 1 (The Influence of Organizational Culture on Employee Performance).

Based on the results of the hypothesis test in Table 5.15, the influence of organizational culture (X1) on employee performance (Y2) obtained a t-statistic value of 2.381, which is greater than 1.96 ($2.381 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.160, indicating that the path coefficient for the relationship is positive. The test results indicate that H1 is accepted, so organizational culture positively affects employee performance.

Hypothesis Testing 2 (Effect of Leadership on Employee Performance). Based on the results of the hypothesis test in Table 5.15, the influence of leadership (X2) on employee performance (Y2) obtained a t-statistic value of 5.824, which is greater than 1.96 ($5.824 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.333, indicating that the path coefficient for the relationship is positive. The test results indicate that H2 is accepted, so leadership positively affects employee performance.

Testing Hypothesis 3 (Effect of Self-Efficacy on Employee Performance). Based on the results of the hypothesis test in Table 5.15, the influence of self-efficacy (X3) on employee



performance (Y2) obtained a t-statistic value of 2.229, which is greater than 1.96 ($2.229 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.128, indicating that the path coefficient for the relationship is positive. The test results indicate that H3 is accepted, so self-efficacy positively affects employee performance.

Testing Hypothesis 4 (The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB)). Based on the results of the hypothesis test in Table 5.15, the influence of organizational culture (X1) on Organizational Citizenship Behavior (OCB) (Y1) obtained a t-statistic value of 3.992, which is greater than 1.96 ($3.992 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.263, indicating that the path coefficient for the relationship is positive. The test results indicate that H4 is accepted, so organizational culture positively affects Organizational Citizenship Behavior (OCB).

Testing Hypothesis 5 (The Influence of Leadership on Organizational Citizenship Behavior (OCB)). Based on the results of the hypothesis test in Table 5.15, the influence of leadership (X2) on Organizational Citizenship Behavior (OCB) (Y1) obtained a t-statistic value of 4.633 which is more significant than 1.96 ($4.633 > 1.96$), meaning that there is a significant influence significant. The Original Sample (O) value is positive at 0.303, indicating that the path coefficient for the relationship is positive. The test results indicate that H5 is accepted, so leadership positively affects Organizational Citizenship Behavior (OCB).

Testing Hypothesis 6 (The Influence of Self-Efficacy on Organizational Citizenship Behavior (OCB)). Based on the results of the hypothesis test in Table 5.15, the influence of self-efficacy (X3) on Organizational Citizenship Behavior (OCB) (Y1) obtained a t-statistic value of 6.304, which is greater than 1.96 ($6.304 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.351, indicating that the path coefficient for the relationship is positive. The test results indicate that H6 is accepted, so self-efficacy positively affects Organizational Citizenship Behavior (OCB).

Testing Hypothesis 7 (The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance. Based on the results of hypothesis testing in Table 5.15, the influence of Organizational Citizenship Behavior (OCB) (Y1) on employee performance (Y1) obtained a t-statistic value of 5.446 which is more significant than 1.96 ($5.446 > 1.96$), meaning that there is a significant influence. The Original Sample (O) value is positive at 0.309, indicating that the path coefficient for the relationship is positive. The test results indicate that H7 is accepted, so Organizational Citizenship Behavior (OCB) positively affects employee performance.

Test the Indirect Effect and Total Effect Hypothesis. The indirect influence and total influence tests aim to determine the strength of the influence between constructs indirectly and the total influence. The following table shows the output results of the influence between constructs.

Table 7. Indirect Effect and Total Effect

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture (X1) → OCB (Y1) → Employee performance (Y2)	0,081	0,082	0,027	2,983	0,003
Leadership (X2) → OCB (Y1) → Employee performance (Y2)	0,094	0,094	0,027	3,487	0,001



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

Self-Efficacy (X3) → OCB (Y1)					
→ Employee performance (Y2)	0,108	0,107	0,025	4,295	0,000

Source: Data processed 2024

The hypothesis of indirect influence through intervening variables can be accepted if the bootstrapping test value is between ± 1.96 . If the t-statistic value is < 1.96 or $= 1.96$, then the hypothesis will be rejected, and if the t-statistic value is > 1.96 or, then the hypothesis is accepted. The indirect influence between variables is explained as follows.

Testing Hypothesis 8 (The Influence of Organizational Culture on Employee Performance Through Organizational Citizenship Behavior (OCB)). Based on Table 5.16, the indirect influence of organizational culture (X1) on employee performance (Y2) through OCB (Y1) obtained a t-statistic value of 2.983 which is more significant than 1.96 ($2.983 > 1.96$), meaning that there is an influence significant mediation. The test results indicate that H8 is accepted, so Organizational Citizenship Behavior (OCB) positively affects organizational culture in mediating employee performance.

Testing Hypothesis 9 (The Influence of Leadership on Employee Performance Through Organizational Citizenship Behavior (OCB)). Based on Table 5.16, the indirect influence between leadership (X2) on employee performance (Y2) through OCB (Y1) obtained a t-statistic value of 3.487 which is more significant than 1.96 ($3.487 > 1.96$), meaning that there is a mediating influence which is significant. The test results indicate that H9 is accepted, so Organizational Citizenship Behavior (OCB) positively affects leadership in mediating employee performance.

Testing Hypothesis 10 (The Influence of Self-Efficacy on Employee Performance Through Organizational Citizenship Behavior (OCB)). Based on Table 5.16, the indirect influence between self-efficacy (X3) on employee performance (Y2) through OCB (Y1) obtained a t-statistic value of 4.295 which is more significant than 1.96 ($4.295 > 1.96$), meaning that there is an influence significant mediation. The test results indicate that H10 is accepted, so Organizational Citizenship Behavior (OCB) positively affects self-efficacy in mediating employee performance.

The Influence of Organizational Culture on Employee Performance. Testing the direct influence of organizational culture variables (X1) on employee performance (Y2) obtained a t-statistic value of 2.381, which was more significant than 1.96 ($2.381 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H1 is accepted, so organizational culture positively affects employee performance. These results indicate that the better the organizational culture implemented, the higher the employee performance at the Maha Bhoga Marga Foundation. Vice versa, the worse the organizational culture implemented, the lower the employee performance at the Maha Bhoga Marga Foundation.

The results of this research strengthen previous research, namely Girsang, Zulkarnain, & Isnaniah (2021), Zaky (2021), Safira & Rozak (2020), Jufrizen & Ratnasari (2020), which proves that organizational culture has a positive effect on employee performance. The indication is that organizational culture includes collaboration, commitment and integrity. Suppose these values are in line with those held by the individual. In that case, employees tend to be more motivated and committed to the company's vision and values, so they put more effort into providing high performance. Organizational culture profoundly influences employee performance because it shapes the environment in which employees work. A positive and supportive culture creates conditions that encourage employees to perform better. Employees in an environment with positive norms will tend to adopt appropriate behavior, ultimately improving performance. Communication



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

is also an essential aspect of organizational culture that influences employee performance. A culture that encourages open communication between leaders, members, and fellow employees can increase collaboration and effective problem-solving, ultimately improving performance.

The Influence of Leadership on Employee Performance. Testing the direct influence of the leadership variable (X2) on employee performance (Y2) obtained a t-statistic value of 5.824, which was more significant than 1.96 ($5.824 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H2 is accepted, so leadership positively affects employee performance. These results indicate that the better the leadership implemented, the higher the employee performance at the Maha Bhoga Marga Foundation. Vice versa, the worse the leadership implemented, the lower the employee performance at the Maha Bhoga Marga Foundation.

The results of this research strengthen previous research, namely Damayanti, Herawati & Kurniawan (2020), Airyq, Hubeis & Sukmawati (2023), Sutoro, Mawardi, Sugiarti (2020), which proves that leadership has a positive effect on employee performance. The indication is that leadership has a crucial role in influencing employee performance. Motivating and inspiring leaders can increase employee enthusiasm and dedication to work better. Leaders who set clear goals and provide constructive feedback can direct employee energy in productive directions. In addition, fair and transparent leadership can increase employee job satisfaction, improving their performance. Effective communication is critical to sound leadership because it reduces misunderstandings and increases employee collaboration. Leaders who support employees emotionally and professionally can increase self-confidence and motivation to achieve better results. Therefore, effective leadership influences employee performance directly through motivation, support, and communication.

The Influence of Self-Efficacy on Employee Performance. Testing the direct influence of the self-efficacy variable (X3) on employee performance (Y2) obtained a t-statistic value of 2.229 which was more significant than 1.96 ($2.229 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H3 is accepted, so self-efficacy positively affects employee performance. These results indicate that the higher the self-efficacy, the higher the employee performance at the Maha Bhoga Marga Foundation. Vice versa, the lower the self-efficacy, the lower the employee performance at the Maha Bhoga Marga Foundation.

This research strengthens previous research, namely Wahyudin & Astuti (2020), Damayanti, Herawati, and Kurniawan (2020), proving that self-efficacy positively affects employee performance. The indication is that self-efficacy is a person's belief in his ability to carry out specific tasks and achieve goals. Employees with high self-efficacy tend to be more motivated to try and persist in facing challenges. Employees have confidence that their efforts will produce the desired results, so they are more likely to put in additional effort and set more ambitious goals. When experiencing failure or difficulty, employees with high self-efficacy have better resilience and see failure as a challenge to be mastered, not as an obstacle that stops their efforts. Besides that, self-efficacy also influences employee behavioral choices, where employees tend to choose challenging tasks requiring high skills because they believe they can overcome these tasks. Therefore, self-efficacy can be a critical factor in improving employee performance because it can motivate them to try harder, persevere in the face of difficulties, and choose challenging tasks.

The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB). Testing the direct influence of the organizational culture variable (X1) on OCB (Y1) obtained a t-statistic value of 3.992, which was more significant than 1.96 ($3.992 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H4 is accepted, so organizational culture positively affects Organizational Citizenship Behavior (OCB). These results indicate that the



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

better the organizational culture implemented, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation. Vice versa, the worse the organizational culture implemented, the lower the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.

The results of this research strengthen previous research, namely Riadi et al. (2022), Serbian (2021), and Zahreni, Rainova, and Yocevelyn (2021) who prove that organizational culture has a positive effect on Organizational Citizenship Behavior (OCB). The indication is that in a work environment where values such as mutual respect, honesty, collaboration and mutual support are emphasized, employees as members of the organization tend to exhibit behavior that exceeds the demands of their work. Employees become more concerned about collective success and more willing to make additional contributions without being required to. A culture that encourages open communication and collaboration between individuals also helps create an environment in which OCB thrives. When employees feel valued and treated fairly, they are more likely to volunteer to help coworkers, share knowledge, and maintain a positive work atmosphere. Therefore, a positive and inclusive organizational culture is the key to forming organizational citizenship behavior (OCB), which develops and contributes positively to the organization's success.

The Influence of Leadership on Organizational Citizenship Behavior (OCB). Testing the direct influence of the leadership variable (X2) on OCB (Y1) obtained a t-statistic value of 4.633, which was more significant than 1.96 ($4.633 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H5 is accepted, so leadership positively affects Organizational Citizenship Behavior (OCB). These results indicate that the better the leadership implemented, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation. Vice versa, the worse the leadership implemented, the lower the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.

The results of this research strengthen previous research, namely Pohan et al. (2020), Khaola, P & Rambe, P (2020), and Kurniawan et al. (2019), which proves that leadership has a positive effect on Organizational Citizenship Behavior (OCB). The indication is that effective leadership can positively influence Organizational Citizenship Behavior (OCB). Leadership that pays attention to the well-being and needs of team members creates a positive work climate that rewards and supports employees. It can motivate employees to contribute more than expected, including through OCB behavior, such as helping coworkers or actively participating in organizational activities. Leadership that provides a good example for employees, thereby encouraging employees to imitate positive behavior, including OCB behavior. Transparent and communicative leadership can help direct employees understand the organization's overall goals, increasing their motivation to behave OCB to achieve common goals. Therefore, effective leadership can support and facilitate sustainable OCB behavior.

The Influence of Self Efficacy on Organizational Citizenship Behavior (OCB). Testing the direct influence of the self-efficacy variable (X3) on OCB (Y1) obtained a t-statistic value of 6.304 which was more significant than 1.96 ($6.304 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H6 is accepted, so self-efficacy positively affects Organizational Citizenship Behavior (OCB). These results indicate that the higher the employee's self-efficacy, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation. Vice versa, the lower the employee's self-efficacy, the lower the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.



The results of this research strengthen previous research, namely Dalimunthe, L & Zuanda M.I (2020), Asti J. et al. (2020), Sutoro, Mawardi, Sugiarti (2020), which proves that self-efficacy has a positive effect on Organizational Citizenship Behavior (OCB). The indication is that self-efficacy is an individual's belief in his ability to complete specific tasks and overcome challenges. Employees with high levels of self-efficacy tend to be strongly motivated to participate in positive Organizational Citizenship Behavior (OCB), such as helping others, contributing to the team, or voicing constructive ideas. Employees believe the efforts will produce good results, so they are more motivated to behave proactively in the work environment. It can increase individual productivity, strengthen interpersonal relationships, and improve the work climate within the organization. Thus, self-efficacy can be crucial in forming positive Organizational Citizenship Behavior (OCB).

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance. Testing the direct influence of the organizational citizenship behavior variable (Y1) on employee performance (Y2) obtained a t-statistic value of 5.446, which was more significant than 1.96 ($5.446 > 1.96$), and the Original Sample (O) value was positive. The hypothesis test results mean that H7 is accepted, so Organizational Citizenship Behavior (OCB) positively affects employee performance. These results indicate that the higher the Organizational Citizenship Behavior (OCB), the higher the employee performance at the Maha Bhoga Marga Foundation. Vice versa, the lower the organizational citizenship behavior, the lower the employee performance at the Maha Bhoga Marga Foundation.

The results of this research strengthen previous research, namely Dalimunthe, L & Zuanda M.I (2020); Asti J. et al. (2020); Abrar, U (2019); Kurniawan et al. (2019) prove that Organizational Citizenship Behavior (OCB) has a positive effect on employee performance. The indication is that Organizational Citizenship Behavior (OCB) refers to voluntary behavior carried out by employees outside their primary duties, positively contributing to overall performance. OCB can take the form of helping coworkers, following organizational rules, maintaining the work environment, and participating in organizational activities. This behavior can positively affect employee performance by creating a harmonious and cooperative work environment increasing employee job satisfaction, motivation and commitment to the organization. OCB strengthens relationships between employees and leaders and between employees and co-workers, improving communication, coordination and collaboration within work teams. OCB creates a positive reputation for employees in the eyes of management and co-workers, leading to better rewards and career development opportunities. Therefore, Organizational Citizenship Behavior (OCB) can improve overall employee performance through creating a positive work environment and improving interpersonal relationships in the workplace.

The Role of Organizational Citizenship Behavior (OCB) in Mediating the Influence of Organizational Culture on Employee Performance. Testing the indirect effect of organizational culture variables (X1) on employee performance (Y2) through OCB mediation (Y1) obtained a t-statistic value of 2.983 which was more significant than 1.96 ($2.983 > 1.96$), indicating that there was a significant mediation effect. The hypothesis test results mean that H8 is accepted so that Organizational Citizenship Behavior (OCB) positively affects organizational culture in mediating employee performance. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by employees at the Maha Bhoga Marga Foundation can support organizational culture and encourage its positive impact, thereby improving employee performance. Because organizational culture (X1) has a direct effect on employee performance (Y2), this means that OCB (Y1) is referred to as partial mediation, which means that the influence of



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

organizational culture (X1) on employee performance can be explained by the presence of variables OCB (Y1) and other variables. The results of this analysis can be used as a research basis to accept H8, which states that organizational culture influences employee performance through OCB.

The results of this research strengthen previous research, namely Urrahman (2021), Zaky (2021), Airyq, Hubeis, Sukmawati (2023), Safira, Rozak (2020), which proves that Organizational Citizenship Behavior (OCB) mediates the influence of organizational culture on employee performance. It is because OCB can relate or explain how organizational culture influences employee performance through voluntary behavior, helping coworkers, providing advice, or participating in organizational activities. In an organization with a culture that encourages cooperation and caring for co-workers, employees tend to be more motivated to show OCB by helping co-workers or employees who are having difficulties. This behavior can increase job satisfaction and employee motivation so that, ultimately, it can improve performance. Furthermore, OCB also creates a more positive and collaborative work environment. When employees help and support each other, it can create a more harmonious work atmosphere and strengthen employee relationships. This positive work environment can foster an organizational culture that encourages communication, coordination and collaboration between teams, ultimately improving employee performance and overall organizational effectiveness.

The Role of Organizational Citizenship Behavior (OCB) in Mediating the Influence of Leadership on Employee Performance. Testing the indirect effect of the leadership variable (X2) on employee performance (Y2) through OCB mediation (Y1) obtained a t-statistic value of 3.487 which was more significant than 1.96 ($3.487 > 1.96$), indicating that there was a significant mediation effect. The hypothesis test results mean that H9 is accepted so that Organizational Citizenship Behavior (OCB) positively affects leadership in mediating employee performance. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by the Maha Bhoga Marga Foundation employees can support effective leadership and encourage positive impacts, thereby improving employee performance. Because leadership (X2) has a direct effect on employee performance (Y2), this means that OCB (Y1) is referred to as partial mediation, which means that the influence of leadership (X2) on employee performance can be explained by the presence of the OCB variable (Y1) or other variables. The results of this analysis can be used as a basis for research to accept H9, which states that leadership influences employee performance through OCB.

The results of this research strengthen previous research, namely Urrahman (2021), Airyq, Hubeis, Sukmawati (2023), and Baihaqi I (2021), which proves that Organizational Citizenship Behavior (OCB) mediates the influence of leadership on employee performance. This is because effective leadership can inspire, motivate and develop employees. Leadership tends to influence employees to carry out OCB as voluntary behavior not listed in the job description, such as helping coworkers, showing compliance with rules, and actively participating in organizational activities. Through Organizational Citizenship Behavior (OCB), employees show high commitment and loyalty to the organization, which can improve performance. Good leadership makes employees feel more involved in their work and more satisfied and fosters OCB behavior, which is essential to encourage higher performance.

The Role of Organizational Citizenship Behavior (OCB) in Mediating the Influence of Self-Efficacy on Employee Performance. Testing the indirect effect of the self-efficacy variable (X3) on employee performance (Y2) through OCB mediation (Y1) obtained a t-statistic value of 4.295 which was more significant than 1.96 ($4.295 > 1.96$), indicating that there was a significant mediation effect. The hypothesis test results mean that H10 is accepted so that Organizational Citizenship Behavior



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

(OCB) positively affects self-efficacy in mediating employee performance. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by the Maha Bhoga Marga Foundation employees can create self-efficacy and encourage positive impacts, thereby improving employee performance. Because Self-efficacy (X3) has a direct effect on employee performance (Y2), this means that OCB (Y1) is referred to as partial mediation, which means that Self-efficacy (X3) has an influence on employee performance, which can be explained by the presence of variables OCB (Y1) and other variables. The results of this analysis can be used as a basis for research to accept H10, which states that self-efficacy influences employee performance through OCB.

The results of this research strengthen previous research, namely Urrahman (2021), Airyq, Hubeis, Sukmawati (2023), and Baihaqi, I (2021), which proves that Organizational Citizenship Behavior (OCB) mediates the influence of self-efficacy on employee performance. When an employee has high self-efficacy or believes he can carry out tasks optimally, the employee tends to be more motivated to carry out voluntary behavior that benefits the organization or Organizational Citizenship Behavior (OCB). High OCB behaviors such as helping coworkers, providing constructive suggestions, and actively participating in teams can improve employee performance. Thus, OCB is a link for high self-efficacy and encourages employees to contribute more to provide their best performance.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, several conclusions can be drawn as follows:

1. Organizational culture positively affects employee performance at the Maha Bhoga Marga Foundation, so hypothesis 1 is accepted. These results indicate that the better the organizational culture implemented, the higher the employee performance at the Maha Bhoga Marga Foundation.
2. Leadership positively affects employee performance at the Maha Bhoga Marga Foundation, so hypothesis 2 is accepted. These results indicate that the better the leadership implemented, the higher the employee performance at the Maha Bhoga Marga Foundation.
3. Hypothesis 3 is accepted because self-efficacy positively affects employee performance at the Maha Bhoga Marga Foundation. These results indicate that the higher the self-efficacy, the higher the performance of employees at the Maha Bhoga Marga Foundation.
4. Organizational culture positively affects Organizational Citizenship Behavior (OCB), so hypothesis 4 is accepted. These results indicate that the better the organizational culture implemented, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.
5. Leadership positively affects Organizational Citizenship Behavior (OCB), so hypothesis 5 is accepted. These results indicate that the better the leadership implemented, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.
6. Self-efficacy positively affects Organizational Citizenship Behavior (OCB), so hypothesis 6 is accepted. These results indicate that the higher the self-efficacy, the higher the Organizational Citizenship Behavior (OCB) at the Maha Bhoga Marga Foundation.
7. Organizational Citizenship Behavior (OCB) positively affects employee performance at the Maha Bhoga Marga Foundation, so hypothesis 7 is accepted. These results indicate that the higher the Organizational Citizenship Behavior (OCB), the higher the employee performance at the Maha Bhoga Marga Foundation.



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

8. Organizational Citizenship Behavior (OCB) positively affects organizational culture in mediating employee performance, so hypothesis 8 is accepted. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by employees at the Maha Bhoga Marga Foundation can support organizational culture and encourage its positive impact, thereby improving employee performance.
9. Organizational Citizenship Behavior (OCB) positively affects leadership in mediating employee performance, so hypothesis 9 is accepted. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by the Maha Bhoga Marga Foundation employees can support effective leadership and encourage positive impacts, thereby improving employee performance.
10. Organizational Citizenship Behavior (OCB) positively affects self-efficacy in mediating employee performance, so hypothesis 10 is accepted. These results indicate that the high level of Organizational Citizenship Behavior (OCB) possessed by the Maha Bhoga Marga Foundation employees can create self-efficacy and encourage positive impacts, thereby improving employee performance.

REFERENCES

- Anwar, A. I. D. (2009). Hubungan Antara Self Efficacy dengan Kecemasan Berbicara di Depan Umum pada Mahasiswa Fakultas Psikologi Universitas Sumatera Utara. (Jurnal Penelitian). Medan: Universitas Sumatera Utara.
- Adiawaty, S. (2020). Dimensi dan Indikator Kepemimpinan dan Budaya Organisasi yang Mempengaruhi Pemberdayaan. *Jurnal Manajemen Bisnis*, 23(3). <https://doi.org/10.55886/esensi.v23i3.217>
- Bandura, A. (1997). Self Efficacy (The Exercise of Control). New York: W. H. Freeman and Company
- Bose, S., Khan, H. Z., Rashid, A., & Islam, S. (2018). What Drives Green Banking Is Closure? An Institutional and Corporate Governance Perspective. *Asia Pacific Journal of Management*, 35(2), 501–527. <https://doi.org/10.1007/s10490-017-9528-x>
- Edison, E., dkk. (2016). *Manajemen Sumber Daya Manusia*. Alfabeta. Bandung
- Darmawan, D. (2021). Peran Budaya Organisasi dan Efikasi Diri untuk Menentukan Kepuasan Kerja Karyawan. Universitas Mayjen Sungkono Mojokerto. June 202, *Jurnal Baruna Horizon* 4(1) 43-53. <https://doi.org/10.52310/jbhorizon.v4i1.56>
- Deliana, M. (2020). Budaya Organisasi Salah Satu Faktor Penentu Kinerja Karyawan. *Journal of Education, Humaniora and Social Sciences (JEHSS) ISSN 2622-3740 (Online) Vol 3, No. 2, December 2020: 518–523*. <https://doi.org/10.34007/jehss.v3i2.355>
- Edison, E. (2017). *Manajemen Sumber Daya Manusia, Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Bandung: Alfa Beta
- Fahmi, I. (2017). *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja*. Jakarta: Mitra Wacana Media.
- Feist, J. & Gregory J. Feist. (2010). *Teori Kepribadian (Edisi ketujuh)*. Jakarta: Penerbit Salemba Humanika.
- Ghozali, I. (2011). *"Aplikasi Analisis Multivariate Dengan Program SPSS"*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia. Cet 16*. Jakarta: Bumi Aksara.



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

- Ilmisani, R. A., & Juned, M. (2024). The European Network Against Racism (ENAR) is an NGO Against Islamophobia in France. *Journal of Tourism Economics and Policy*, 4(2), 116-127.
- Kim, H. S., & Jang, S. S. (2020). The Effect of Increasing Employee Compensation on Firm Performance: Evidence from the Restaurant Industry. *International Journal of Hospitality Management*, 88, 102513. <https://doi.org/10.1016/j.ijhm.2020.102513>
- Kirana, K. C., & Pradipta, A. S. (2021). Jurnal Ilmiah, Manajemen Sumber Daya Manusia. Pengaruh Kepemimpinan, Kompensasi dan Motivasi Kerja Terhadap Kinerja Karyawan PT. JAK. <https://doi.org/10.32493/JJSDM.v4i3.10456>
- Khaola, P., & Rambe, P. (2020). The Effects of Transformational Leadership on Organisational Citizenship Behaviour: The Role of Organisational Justice and Affective Commitment. *Management Research Review, Emerald Pu.* <https://doi.org/10.1108/MRR-07-2019-0323>
- Kurniawan, I. S. (2019). Pengaruh Value Congruence dan Core Self-Evaluations Terhadap Job Engagement dan Dampaknya pada Organizational Citizenship Behavior. *Jurnal Kewirausahaan dan Bisnis*, 23(12). <https://doi.org/10.20961/jkb.v23i12.27492>
- Kurniawan, I. S., & Hutami, L. T. H. (2019). The Mediation of Job Engagement to Rewards and Recognition Toward Organizational Citizenship Behavior and Task Performance. *2nd International Conference on Banking, Accounting, Management and Economics*, 86 (Icobame, 2018), 48-52. <https://doi.org/10.2991/icobame-18.2019.10>
- Kurniawan, R. A., Qomariah, N., & Winahyu, P. (2019). Dampak Organizationl Citizenship Behavior, Motivasi Kerja, dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Penelitian Ipteks*, 4(2), 148-160. <https://doi.org/10.47201/jamin.v2i1.38>
- Legowo, S. (1998). Hubungan Antar Persepsi Terhadap Iklim Organisasi Dengan Loyalitas Karyawan di Lembaga Pendidikan dan Pelatihan Bisnis School of Business (SOB) Malang. Skripsi. Malang: Universitas Muhammadiyah Malang. Tidak Diterbitkan.
- Mangkunegara, A. A. Anwar Prabu. (2009) Pengaruh Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Management Analysis Journal*, 1(1), 1-10.
- Muizu, Z. (2019). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan Bank Sulawesi Tenggara. *Jurnal Pendidikan Kewirausahaan Indonesia*, 2(1). 75 <https://doi.org/10.21632/perwira.2.1.70-78>
- Muafi, M., & Azim, M. (2019). The Effect of Servant Leadership, Organizational Culture in Employee Performance Mediated by Job Satisfaction (Study Case of Al-Kahfi Islamic Boarding School, Somalangun, Kebumen). *Proceedings on Engineering Sciences.* <https://doi.org/10.24874/pes01.02.014>
- Napitupulu, D. (2018, Edisi I Januari - Juni). Pengaruh Kepemimpinan Transformasional dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) (Studi pada Perawat Rumah Sakit Puri Husada di Tembilahan). *Jom Fisip*, 5.
- Nurlette, N. A., Ramly, F., Matitaputty, I. T., & Sangadji, M. (2024). Strategy for Developing Integrated Marine Transportation in the Banda Island Tourism Area (Process Hierarchy Analysis Approach). *Journal of Tourism Economics and Policy*, 4(2), 128-138.
- Prabowo, A. M (2020) Dampak Budaya Organisasi Terhadap Kinerja Karyawan Dengan Self-Efficacy Sebagai Variabel Intervening (Studi pada PT. Gema Prima Mandiri. *Jurnal Ilmu Manajemen (JIM) Volume 8 Nomor 1 - Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya*



- Putri, S. H. (2020). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Jurnal Renaissance | Volume 6 No. 01 | Mei 2021 | 753 Karyawan Pada Hotel Mndeline Bengkulu. Jurnal Manajemen Modal Insani dan Bisnis, 1 (1), 26- <https://doi.org/10.61567/jmmib.v3i1.91>
- Rivai, Ve., & Deddy, M. (2012). *Kepemimpinan dan Perilaku Organisasi Edisi Ketiga*. Jakarta: PT. Rajagrafindo Persada
- Romaiha, N. R., Maulud, F. S. F., Ismail, W. M. W., Jahya, A., Fahana, N., & Harun, A. (2019). The Determinants of Organizational Citizenship Behaviour (OCB). *International Journal of Academic Research in Business and Social Sciences*, 9(8), 124–133. <https://doi.org/10.6007/IJARBS/v9-i8/6222>.
- Satria P, Matriadi F & Maryudi. (2020). Pengaruh Personality, Budaya Organisasi dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior serta Dampaknya Terhadap Kinerja Guru pada Sekolah Menengah di Kecamatan Indra Makmur Kabupaten Aceh Timur, *Jurnal Manajemen Indonesia (J-Mind) (ISSN.2503.4367) Vol.5 No.1 Januari-Juni 2020*. <https://doi.org/10.29103/j-mind.v5i1.3425>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R & D*. Bandung: Alfabeta
- Sudaryo, Y, dkk. (2018). *Manajemen Sumber Daya Manusia, Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*. Yogyakarta: CV Andi Offse
- Sari, F., Sudiarditha, I. K. R., & Susita, D. (2021). Organizational Culture and Leadership Style on Employee Performance. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 98–113.
- Syaleh, H. (2019). Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Pegawai Dinas Prasarana Jalan dan Jembatan Wilayah Bukittinggi. *Jurnal Benefits*. <https://doi.org/10.22216/jbe.v4i2.2697>
- Tamunu, T. J., Pinontoan, O. R., Ratag, B. T., Kesehatan, F., Universitas, M., & Ratulangi, S. (2021). Hubungan Antara Motivasi dan Masa Kerja Dengan Produktivitas Kerja Karyawan PT Pertamina Geothermal Energy Area Lahendong Pltp Unit V Dan Vi Tompaso Kabupaten Minahasa. *Jurnal Kesmas*, 10(5), 68–75.
- Titisari, P. (2014). *Peranan Organizational Citizenship Behavior (OCB) dalam Meningkatkan Kinerja Karyawan*. Jember : Mitra Wacana Media.
- Urrahman, T (2021). Pengaruh Budaya Organisasi terhadap Kinerja Karyawan Melalui Komitmen Organisasional dan Organization Citizenship Behavior (OCB) Sebagai Variabel Intervening (Studi pada Organisasi Filantropi di Malang Raya).
- Van Knippenberg, D., van Knippenberg, B., & Bobbio, A. (2008). *Leaders as Agents of Continuity: Self Continuity And Resistance to Collective Change* (F. Sabi, Ed.). Psychology Press
- Wahyudin, M., & Astuti, P. B. (2020). Pengaruh Kepemimpinan, Efikasi Diri dan Lingkungan Kerja Non-Fisik Terhadap Kinerja Karyawan pada Bank Syariah Bumi Artha Sampang Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 2(3), 314-322. <https://doi.org/10.32639/jimmba.v2i3.480>
- Weller, I., Süß, J., Evanschitzky, H., & Von Wangenheim, F. (2020). Transformational Leadership, High-Performance Work System Consensus, and Customer Satisfaction. *Journal of Management*, 46(8), 1469-1497. <https://doi.org/10.1177/0149206318817605>

